

# Coaching — FOR — Engagement

Achieving Results Through Powerful Conversations



*“The chief responsibility of a manager:  
to turn one person’s talent into performance”*

MARCUS BUCKINGHAM

Clarity  Development  
CONSULTING INC.

# Could the secret to heightened employee engagement begin with the quality of your conversations as a leader?



## The Rewards of Engagement

Are you meeting the challenges of productivity, employee absenteeism, low morale, customer service or retaining your best employees?

According to extensive research on employee engagement conducted by The Gallup Organization, highly engaged workplaces were:

- 50% more likely to have lower turnover;
- 56% more likely to have higher-than-average customer loyalty;
- 38% more likely to have above average productivity; and
- 27% more likely to report higher profitability.

### What would similar improvements to engagement in your organization mean to your bottom line this year?

Investing in a process that builds the capacity of managers to have coaching conversations will pay big dividends in individual employee engagement, organizational health, and business success.

## Who is this Program For?

This program is for:

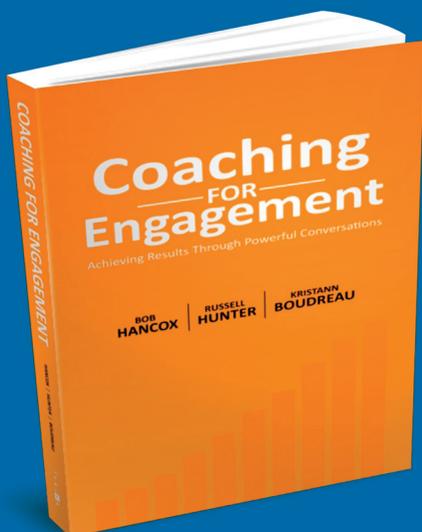
Busy leaders who are looking for more effective ways to get work done through their people.

Managers who want to improve their direct reports' performance and ability to generate business results.

People who want to help individuals stay engaged, focused and productive.

Leaders who want an easier way to achieve results, and make their job easier at the same time.

Coaching for Engagement provides a proven trailmap that combines the essential mindset, skills, and process to ensure you reap these benefits.



## Beyond the Book – Making it Real

This learning experience provides an opportunity to take the mindset, skills, and coaching process beyond our book, *Coaching for Engagement*, and begin applying them to real situations and challenges you face.

Participants coach each other through real issues, not role playing scenarios. This proven development process bridges the gap from knowing how to coach for engagement, to actually implementing the new mindset and skills consistently.

## You Will Learn

- Why coaching conversations are essential for leaders today
- How to handle the key challenges of coaching as a manager
- How to know when to have a coaching conversation (and when not to)
- How to design an alliance that forms the basis for a coaching conversation
- How to provide timely, responsive, and catalytic feedback
- The essential keys to increase and sustain heightened engagement
- The role of trust and transformation in coaching conversations
- The link between Coaching for Engagement and performance management
- Five guidelines for developing empathic listening skills
- What to do if an employee resists a coaching conversation

## An Organization is the Sum of Its Conversations

**At Clarity, we know that employee performance and organizational results flow directly from the quality of your conversations:**

Achieving results depends on building and sustaining high levels of individual and team performance;

High performance requires individuals and teams to be fully engaged;

Engagement is driven by effective working relationships;

Effective working relationships develop when people have ongoing and productive conversations, and

Our own self awareness and energy management impacts how we engage with others.



## About Clarity Development

Specializing in leadership coaching and organizational development, Clarity has been successfully consulting in public and private sector organizations for over 20 years. Our mission is to strengthen leaders by designing and implementing programs that support development of authentic leadership abilities.

We integrate questions and experiences to solve real issues while creating new opportunities.

Hundred of leaders have benefitted from our expertise including CEO's, Board Directors and senior leaders across Canada, the United States, Europe, China and India. Our leadership experience blends valuable coaching approaches with organizational development and leadership effectiveness principles.



*To have an empowering coaching relationship, the coach must recognize that people have the inherent creativity, intelligence, and tacit knowledge they need to succeed but may need help in gaining access to it.*

ROBERT HARGROVE

## TESTIMONIALS

*I believe the CFE program equipped us all with new perspectives and skills that laid the foundation for all that we have achieved, including our increased Employee Engagement Index. With your help the team have truly improved what many believed was a number that couldn't be improved and as a result are setting the bar high for other teams at SAP.*

- ANDY COBBOLD

Group VP, Global Support Centre  
Canada, SAP Canada Inc.

*I would recommend this program to a variety of organizations that want to improve individual effectiveness and am confident that they would reap unexpected and unique benefits from participating in the Coaching for Engagement program.*

- HOWIE KROON

CEO, Palliser Lumber

## More Than a 2-Day Program

Organizations collectively spend millions of dollars annually on leadership education that does not have a significant impact on the organization. Simply reading a book, or attending a training course often results in short term excitement about ideas, but fails to cultivate working knowledge and direct application in your day-to-day actions as a leader or manager.

We designed Coaching for Engagement to ensure the benefits of the learning experience last and have a sustained impact in your organization.

## Our Integrated Approach to Learning Includes:

Creating participatory learning experiences that respect each individual's capabilities and potential.

Reinforcing skills with follow-up coaching to maximize the benefit for participants and for their organization.

Focusing on your bottom line - generating impressive returns on your investment in learning.

Creation of a solid network of peers and role models to support leaders as they grow and advance within their organization.

Practice using effective peer coaching skills that can be applied in other working relationships.

## Program Elements

### Your Learning Experience Includes:

- 1 An individual **needs assessment meeting** with your program facilitator to clarify your desired performance outcomes.
- 2 **2-Day, practical workshop**, (in house or open enrollment) on the processes and key coaching skills used by successful managers to engage colleagues.
- 3 **Learning integration coaching** with a professional coach over a 2-3 month period.
- 4 A **wrap up session** to consolidate learning and lay the foundation for continuing improvement in engaging your employees.

## Our Results Guarantee

Coaching for Engagement is about results - both for participants and for the organization. This is why we take the time at the beginning of the program to assess your desired outcomes, establish a clear benchmark for success, and track progress.

If the results we agree to in our personal assessment meeting are not achieved, we will continue to work with you without additional charge until we achieve those results together.

*For additional information on this program, management consulting, leadership development and coaching*

*please contact:*

**Bob Hancox, CPCC - President**

**T: 250.754.4840 C: 250.668.7551**

bob@bobhancox.com

bobhancox.com